

# UGANDA

## OUR CONSTITUTION

## OUR VISION

## OUR SDGs



**THE GLOBAL GOALS**  
For Sustainable Development





# Preface

The shaping of the current and preceding global development agenda has coincided with four critical milestones in Uganda's development landscape:

first, the 1995 constitution which was formulated ahead of the Millennium Summit and the MDGs; second the development of Vision 2040 ahead of the 2015 summit for the Post 2015 development framework; third, the development of the second National Development Plan ahead of the finalization of the 2030 Agenda for Sustainable Development and lastly the election of Hon. Sam Kutesa as President of the UN General Assembly to oversee inter-governmental negotiations and a truly bottom-up and transformative global development framework.

All this has placed the country in a unique position in terms of localizing and popularizing the 2030 Agenda for Sustainable Development. The experience to date has identified key priorities for further domestication of the agenda, but also offers important lessons and insights for other countries about to embark on a journey of localizing the agenda within their particular national context.

With this publication the UN Country Team in Uganda is paying tribute to Uganda's leadership at both the global and national level and Hon. Sam Kutesa as he concludes his presidency of the 69th session of the UN General Assembly.



# National Ownership

**“Sustainable Development is not new to us. Look at our constitution and which has many elements of what we now call the Sustainable Development Goals”**

**Mr. John Mitala,**

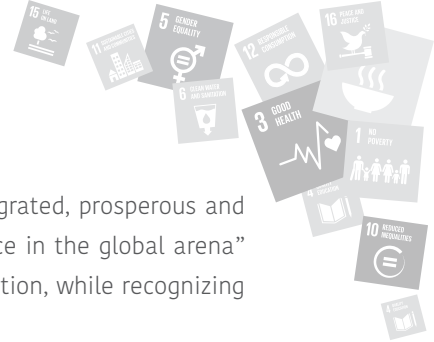
The Secretary to Cabinet, Head of the Public Service



1995 was a peak year for a decade of global summits leading up to the new Millennium, with the World Summit on Social Development in Copenhagen in March and the fourth World Conference on Women in Beijing six months later. As world leaders were meeting to develop a global development framework for the new millennium, Uganda's current constitution was adopted on 8 October 1995.

This was five years ahead of the Millennium summit where commitments were made to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets - the Millennium Development Goals (MDGs). Since, there has been increasing recognition at the global and inter-governmental level that for development to be sustainable there needs to be an integrated approach looking at both economic development, social development and environmental protection in tandem. This notion was already enshrined in the Ugandan constitution.

Similarly Uganda developed its Vision 2040 ahead of the 2015 summit for the Post 2015 development framework, launching it on 18 April 2013. The vision of “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years” sets out to strengthen the fundamentals of Uganda's economy to harness the opportunities for realizing sustainable development.



Uganda's vision 2040, which conforms to the Africa vision 2063 of "An Integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena" highlights the desire for socio-economic transformation for poverty eradication, while recognizing that people must be at the centre of development.

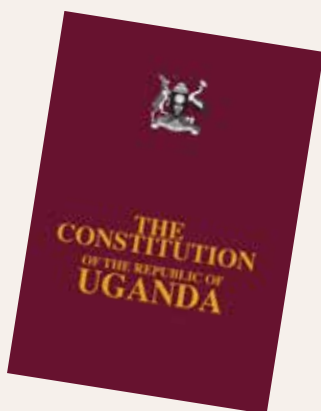
The vision will be achieved through strategic policy reforms and shifts, such as review and restructuring of the service delivery system, front-loading investments in infrastructures, and exploring innovative financing mechanisms, in partnership with development partners. This underscores a balancing act that all countries, including Uganda face: how to increase economic and social well-being while safe-guarding the environment? The formulation of the Vision involved nation-wide consultation of various stakeholders (Government, Parliament, civil society organisations, business, labour, professionals, academia, opinion leaders, etc.), which coincided with the first round of global Post 2015 consultations.

The holistic nature of the Vision, and the wide consultative process along with it, provided a key milestone and back bone for localization of Agenda 2030, National foundations and frameworks such as the Constitution, the Vision 2040, the Africa vision 2063 and the Ugandan national anthem all provide the basis for the notion and ownership of Sustainable Development in Uganda.

## FACTBOX

### Duty of Every Citizen

**The Constitution spells out the Duties of a Citizen, noting that" it shall be the duty of every citizen**



- |     |  |
|-----|--|
| (a) | to be loyal and patriotic to Uganda and promote her well being;  |
| (b) | to engage in gainful work for the good of that citizen, family and for the common good and contribute to national development; |
| (c) | to contribute to the well-being of the community where that citizen lives;   |
| (d) | to promote responsible parenthood;   |
| (e) | to encourage national unity and living in harmony with others;   |
| (f) | to promote democracy and rule of law; and  |
| (g) | to know the Constitution and other laws and to uphold and defend them.   |



## Uganda's Constitution and Sustainable Development

National Objectives and Directive Principles	Sustainable Development Goals
The right to development	
Food security and nutrition	
Medical services Recreation and sports	
Educational objectives Cultural objectives Protection of the family	
Recognition of the role of women in society	
Clean and safe water	
Preservation of public property and heritage	
Recognition of dignity of persons with disabilities	 
Protection of the aged	   
Balanced and equitable development	  
General social and economic objectives	     
Protection of natural resources The environment Natural disasters	   
Democratic principles. (e.g. rule of law, regular fair elections) National unity and stability National sovereignty, independence and territorial integrity Fundamental and other human rights and freedoms Gender balance and fair representation of marginalised groups	
Provision of adequate resources for organs of Government Role of People in Development Role of the state in development Foreign Policy Objectives Duties of a Citizen	



## Uganda's Vision 2040



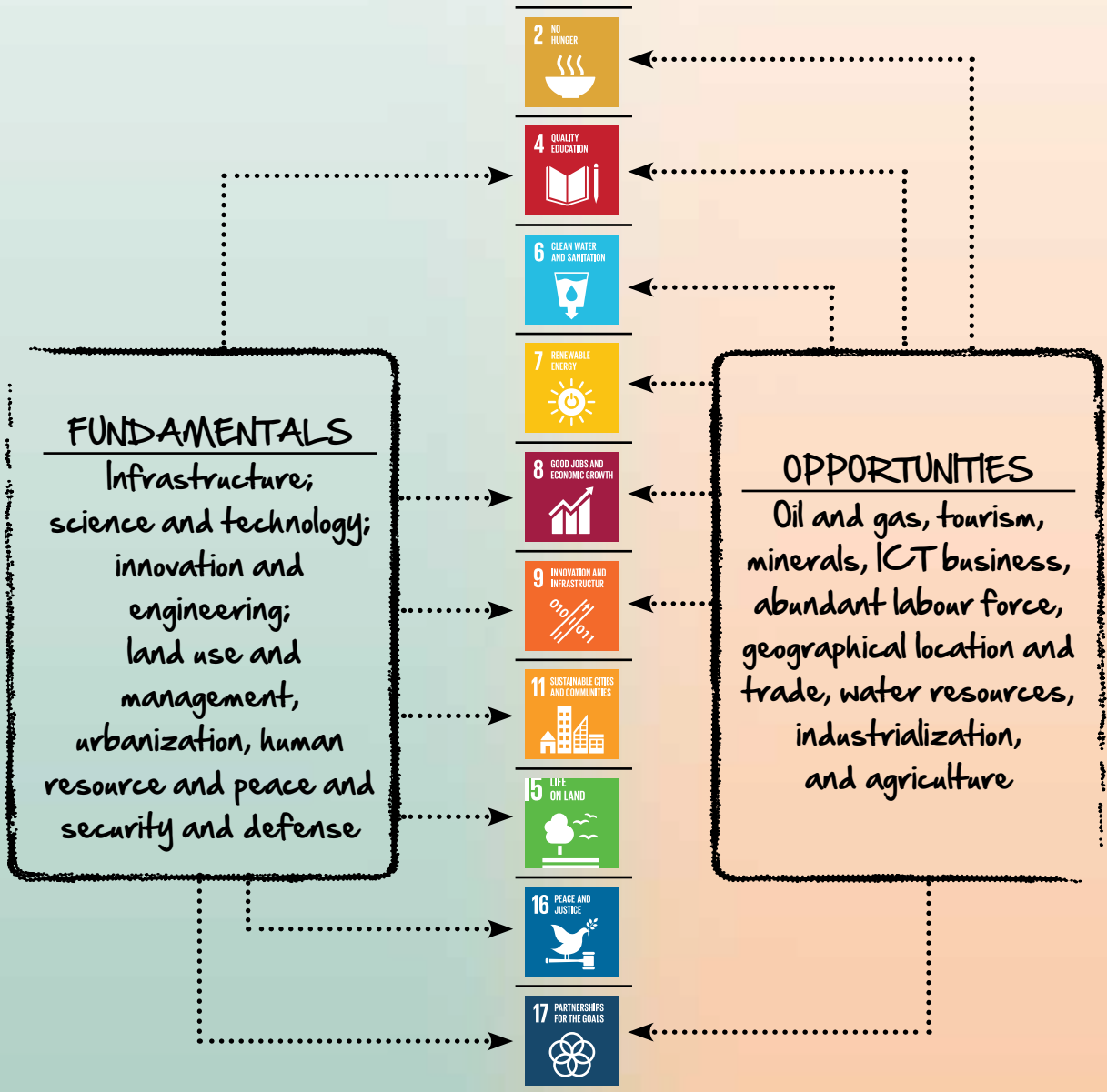
Uganda's development planning is guided by the long term vision-Vision 2040, by which the country aspires to see a transformed Society from a peasant to a modern and prosperous country within 30 years.

Formulation of the vision involved nation-wide consultation of various stakeholders (government, parliament, civil society organisations, business, labour, professionals, academia, opinion leaders, etc), which coincided with the first round of global Post2015 consultations.

Among many indicators, the country envisages per capita income of USD 9,500, real GDP growth rate of more than 8 percent. This will be achieved through strategic policy reforms and shifts, such as review and restructuring of the service delivery system, front-loading investments in infrastructures, and exploring innovative financing mechanisms, in partnership with development partners.

The holistic nature of this vision and the wide consultative process along with it provided a key milestone and back bone for localization of agenda 2030.

## Vision 2040 and the SDGs





# Uganda's National Anthem



Sustainable  
Development and End  
Poverty. "the future we  
want"

Rights-Based  
Approach

Inclusiveness  
and Leaving  
no one behind.

Oh Uganda! may God uphold thee,

**WE LAY OUR FUTURE IN THY HAND.**

United, **FREE, FOR LIBERTY**

**{ Together we'll  
always stand.**

Reduce  
inequality  
within and  
among  
countries.  
Integrated  
approach.

National  
ownership

Oh Uganda! the land of freedom.

Our love and labour we give,

And **WITH NEIGHBOURS** all

At our **country's call** In **peace**

**and friendship** we'll live.

Promote  
peaceful  
and  
inclusive  
societies

End  
Hunger!  
Achieve  
food  
security  
and  
improved  
nutrition.

Oh Uganda! the land that **feeds us**

By **SUN** and **FERTILE SOIL**

grown. For our own dear land,

**WE'LL ALWAYS STAND:**

The Pearl of Africa's Crown.

Sustainable  
energy for all

Resilience

Protect natural  
resources and  
sustainable agriculture



# The World Uganda Wants

**"In order to get the future we want as Uganda and globally, we can't talk about sustainable development without talking about inclusive economic growth. And we can't talk about inclusive economic growth without talking about women and youth as critical demographics.... there is indeed a strong and positive correlation between Africa's economic growth and the unleashing of female and youth talent."**

**- Rehmah Kasule,**

President of CEDA International, 20 July 2015 at High-Level Dialogue on Financing Sustainable Development.



Uganda has made important progress towards the Millennium Development Goals (MDGs). The first MDG target of halving the proportion of people below the national poverty line was achieved more than five years ahead of the 2015 deadline.

The proportion of the population below poverty line is expected to decline further to 14.2% by 2020. Success has also been achieved in ensuring debt sustainability. Uganda is on track to achieve gender equality and women empowerment, reduction in child mortality and universal access to treatment of HIV/AIDS for those who need it. However progress in environmental sustainability, universal primary education and maternal health has been marginal, while a reversal has been registered with regard to halting the spread of HIV/AIDS. Moving forward, Ugandans would like to see improvement in the quality of service delivery.

For instance, having sent more children to school, they need to see that children obtain skills that will enable them achieve a meaningful life in the future. As a result, they are ready to embrace a holistic agenda that leaves no one behind.



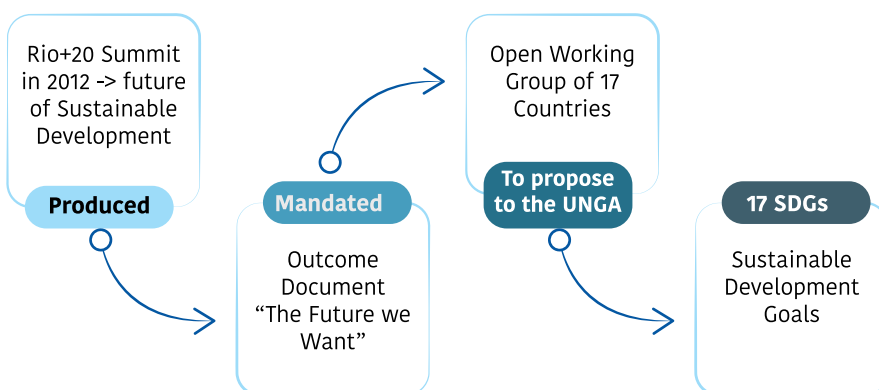
## FACTBOX

### Leaving No one Behind

“To none will we deny service,  
To none will we delay service  
To none will we pervert service”

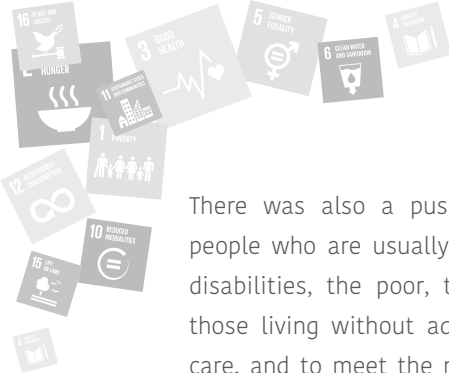
-Motto of the African Association for Public Administration and Management

## Where do the Sustainable Development Goals (SDGs) come from?



Establishing Post 2015 goals to succeed the MDGs was an outcome of the 2012 summit of head of states in Rio Di Janeiro, which mandated the creation of an open working group, with representatives from 70 countries, to come up with a draft set. Alongside the open working group, the UN has conducted a series of “global conversations”, which included 11 thematic and 88 national consultations, and door-to-door surveys.

Learning from the top-down implementation of the MDGs, there was great demand to make the Post 2015 process as inclusive and bottom up as possible to ensure ultimate ownership over the Post 2015 agenda by the people of the world. The consultations highlighted the need to attend to the unfinished business of the MDGs and recalibrate our efforts to eradicate extreme poverty and reach a world of prosperity, peace, sustainability, equity and dignity for all.



There was also a push to include the voices of people who are usually left out- people living with disabilities, the poor, the jobless, the hungry and those living without adequate sanitation or health care, and to meet the needs and aspirations of the largest generation of young people the world has ever known.

Uganda was one of the 88 countries worldwide to hold national consultations to stimulate inclusive, bottom up debate on the Post 2015 development agenda.

The 10, 877 Ugandans involved in this process highlighted concerns over quality of services (especially health and education), challenges faced by vulnerable groups, corruption in public management, high unemployment (especially for youth) and natural resource management and environmental sustainability. Other key messages include:

- Engagement of citizens and real time monitoring of progress should be at the heart of assessing what the Post 2015 agenda should be, and how it is delivering.
- Aid should be aligned to national priorities, not to donor priorities.
- The importance of values – such as integrity, national pride and ambition – and changing mindsets as an intangible driver of development.
- Need to keep on working to achieve MDG goals where progress has been slow or where Uganda has experienced a reversal
- Mechanisms for preventing and managing conflict should be strengthened
- The global trade regime should be made more fair and equitable



“We are optimistic and encouraged by the progress made so far on youth in this country. But there we need to scale up the investment for youth, and double that investment to spur youth development,”

**Mr. Alhendawi,**

UN Secretary General's Special Envoy for Youth during a visit to Uganda in July 2015

## U-reporters on What Governments should be doing together to make the world a better place in the next ten years?

"Govt shd increase da number ov income generating activities in da rural areas so da people can increase on there household income"

23 year old man,  
Sheema district



"Protect the enviroment from humans"

26 year old man,  
Wakiso district



"Interms of econ,de gov'ts shd open boarders 4 their c'tries 2 allow free mov't of gds,pple en services acrss de whole wrld."

23 year old  
U-reporter, Kaliro



"Its true that gov'ts shld be accountable 2 make gd uganda"

U-reporter,  
Soroti District



"Eradicatte corruptn frm gras roots up n focus on creativity"

Woman from Arua

"They should implemment and stick to their promises so that the world looks beautiful."

25 year old man,  
Kampala



"the gov't sh'd corporate with d people"

25 year old women,  
Gomba



The Post 2015 consultations in Uganda were held together with consultations for Vision 2040 and together constituted Uganda's input to the Rio+20 summit which led to the establishment of the Open Working Group (which had 30 seats of which one held by Uganda) which consolidated all inputs and formulated the 17 SDGs.

These goals now constitute the core of the new the 2030 Agenda for Sustainable Development. After years of consultations and negotiations, the agenda is now ready for UN general assembly endorsement in September.

## FACTBOX

### Transforming our World, The 2030 Agenda for Sustainable Development

The new global development agenda was agreed upon by all 193 member states on 2 August and the document will be formally approved by the UN General Assembly 25-27 September 2015. Through the 2030 agenda, member states commit to a sustainable development process that benefits all people by eradicating extreme poverty and ensuring a life in dignity for all.



“I hope to influence the selection of commitments and targets that directly relate to the development and empowerment of all youth. My key message as a Ugandan is amplifying the need for meaningful youth involvement in all SDGs processes including, planning, implementation, monitoring and evaluation. The youths are at no doubt the biggest stakeholders in the SDGs, thus their inclusion is very crucial for sustainable development.”

**Wilber Kakaire**

Restless Development Uganda  
representative travelling to the  
UN General Assembly in New York in  
September 2015.







# Uganda's Journey to Sustainable Development

## Our Vision:

1st round of consultations

Consultations

Rio+20

Vision 2040

Population Development

Civil society

Youth

Labour and Employers

## Our Goals:

Localization and 2nd round of consultations

The Parliamentary Forum on MDGs and on Children

Rio+20 summit, MDG 2013 report and World We Want

2011 / 2012

UN support to GoU to engage in global processes

Commonwealth Local Government Conference

Design of NDP II initiated

Civil society engagement with GoU and Planning Authority (and the national youth working group influencing NDP II on youth issues)

2013

## Key highlights:

- 10,827 Ugandans directly consulted; whereof 9,915 through SMS
- Vision 2040 consultations were instrumental in shaping Uganda's position on Rio+20 and the Post 2015 agenda
- Unique engagement with parliamentarians to consolidate the views emerging from all the consultations into one report





## Our Responsibility:

Further localization, financing and “3rd round of consultations”

High-level engagement platform formed for the design of the next UNDAF

Continued UN engagement with GoU on NDP II and capacity building for localization:

- UN Technical Workshop on integrating the SDGs
- GoU commitment to align NDP II with the SDGs
- GoU request to collaborate with UN's Pulse lab Kampala for real-time monitoring of NDP II and SDGs
- High Level Post 2015 Forum with Hon. Sam Kutesa, President elect of UN General Assembly
- Regional Localization workshops in Mbarara, Mbale and Lira with Local Government-, CSO-, religious- and youth leaders

Hon. Sam Kutesa elected President of UN General Assembly

NDP II/ UNDAG finalization and alignment with Post 2015 agenda

Pilot of first National Post 2015 Briefing

GoU task-force on data formed

“3<sup>rd</sup> round of consultations on financing” with over 400,000 people engaged via social media

3rd International Conference on Financing for Development and the Addis Ababa Action Agenda

High Level Dialogue on Financing Sustainable Development in Uganda with Hon. Sam Kutesa

2015

2014

### Key highlights:

- Uganda not officially part of the 2nd round of consultations but a self-starter
- Government and stakeholders leveraging the design of the NDP II for integration and localization of key issues from consultations and global processes
- 76% of SDG targets addressed in the NDP II

### Next Steps:

- Localization in sector development plans and Local Government plans
- Real-time monitoring tool for SDGs to be built
- Adoption of 2030 agenda for sustainable development by UN General Assembly
- High-level dialogue on data and the data revolution: Domesticated indicators and baselines
- SDG communication strategy



# Localizing SDGs in Uganda

“Adapting the SDGs to our regional and national development plans and visions priorities and circumstances will be vital for resource mobilization and implementation. It is only when we have clarity about our development vision and objectives that we can design appropriate programmes and bankable projects”

**Carlos Lopez**

Executive Secretary, UNECA, 20 July 2015 at  
High-Level Dialogue on Financing Sustainable Development.



## i. Leveraging national frameworks

“Holding the Presidency of the UN General Assembly during the debate, adoption and launch of the Post 2015 Sustainable Development Goals (SDGs), Uganda is in a uniquely advantageous position to lead by example by adopting and localizing the SDGs, and implementing projects geared towards achievement of the SDGs, particularly those that fit within the current national development obligations as well as East African Regional Integration and African Agenda 2063 development commitments” –National Development Plan II (NDP II).

Uganda has a strong tradition of development planning with its first Poverty Eradication Action Programme internationally acclaimed for its inclusiveness and people centred approach. While the poverty reduction strategies prioritized social services, the subsequent National Development Plan (2010/11-2014/15) maintains the same vision of poverty eradication but with a focus on economic transformation and wealth creation.

When Uganda embarked upon the design of the second in its series of six 5-year National Development Plans aimed at achieving Uganda Vision 2040, the Post 2015 agenda was still under deliberation and the next goals far from finalized.



Uganda hence faced a number of issues:

- The choice of being an early starter vs. awaiting the global agenda's finalization, and risking the new global agenda becoming a parallel to the national plan
- The challenge of aligning to an agenda still under development

Uganda learnt from the challenges encountered and lessons from the implementation of the first National Development Plan and the MDGs. The country also built on the momentum created by the Ugandan Presidency of the UN General Assembly and decided to integrate the concepts of the new development agenda within its second National Development Plan (NDP II) from the start.

The NDP II is fully cognizant of its development obligations as enshrined in the Constitution, the East African Community Integration Protocols, the Africa Agenda 2063, Vision 2040 and the 2030 Agenda for Sustainable Development and the SDGs. These have been integrated into the plan as the platform for mobilizing resources to implement and monitor their achievement.

The SDG indicators and targets are also to be integrated into the appropriate Sector and Local Government Plans and budgets, as well as, implementation, monitoring and evaluation frameworks. The macro-economic strategy and financing of the NDP II also take the Post 2015 agenda and SDGs into account.

## FACTBOX

### The National Development Plan

The National Development Plan (2015/16-2019/20) prioritizes investments in agriculture, tourism, mineral development, infrastructure and human capital, with governance as the backbone. Investment in these areas will follow the entire value chains, along which various actors, including development partners, are expected to contribute while maximizing sectoral linkages and increasing efficiency in resource use.



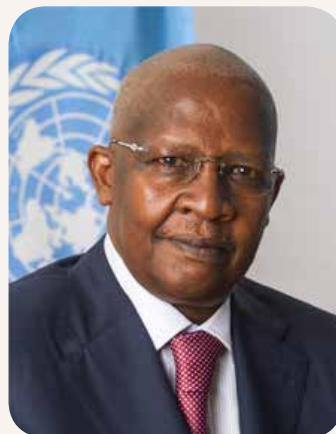
## FACTBOX

### Hon. Sam Kahamba Kutesa

Hon. Sam Kahamba Kutesa was elected President of the United Nations General Assembly's 69th session on 11 June 2014. At the time of his election, he was serving as Uganda's Minister for Foreign Affairs, a post he held since 2005.

An elected Member of Parliament for more than three decades, from 2001 through 2005, he served as Minister of State for Finance, Planning and Economic Development, in charge of investment, and from 1996 to 2000, as Minister of State for Planning and Economic Development. He was his country's Attorney General from 1985 to 1986.

As President of the UN General Assembly he worked towards ensuring that the international community intensified efforts to accelerate MDG progress made eradication of poverty and hunger core of the new Post 2015 development agenda. Recognizing that ensuring adequate means for implementing the new agenda was the greatest responsibility facing the international community he set the theme of the year's General Assembly "Delivering on and Implementing a Transformative Post 2015 Development Agenda".



#### About the General Assembly

The General Assembly (GA) is the main deliberative, policymaking and representative organ of the UN. Comprising all 193 Members of the UN, it provides a unique forum for multilateral discussion of the full spectrum of international issues. Each member state has one vote.



The design approach taken to the NDP II also emulates key principles of the Post 2015 agenda:

- **Government leadership** The Government with its Vision and NDPII sent a clear signal to development partners on its priorities, and the need for development partners to align. As an example the UN decided to use the NDP II analysis as the basis for its own development framework and technically supported the development of sector issues papers and cross-cutting issues papers to respond to key sustainable development principles and goals.
- **Bottom-up approach** The NDP II priorities came out of the extensive consultations done for the Vision 2040.
- **Consultative and Participatory** There was openness to technical inputs from a range of stakeholders throughout the design process and regular information-sharing.
- **Integrated approach** Each sector was tasked to identify its contribution to the priorities; recognizing the multi-sectoral approach needed to realize goals and aspirations. Cross-cutting issues such as gender, youth and climate change were also mainstreamed.
- **Rights-based approach** Application of the human rights based approach and gender mainstreaming throughout the NDP II.

“Localizing the SDGs” is the process of reshaping and restating the goals as they apply to local development contexts and relate to local development challenges. For effective localization into national frameworks there is a need to first of all understand the new agenda and to engage in strategic planning on the basis of the agenda. A number of strategic milestones and interventions made a difference in Uganda:

**Understanding of the agenda** With UN support, a series of workshops and meetings involving the Government of Uganda including its leadership, the National Planning Authority (NPA) and other stakeholders on the Post 2015 agenda and the SDGs. This culminated into Government commitment to integrate the SDGs in the NDP II in July 2014, which was followed by UN support for a technical workshop with NPA to integrate the proposed SDGs into the NDP II. Further UN, civil society and development partners provided technical inputs into the NDP II process and successfully advocated for key cross-cutting issues to be mainstreamed in the NDP II (such as youth, gender, human rights and climate change).

**Strategic planning** A High-Level engagement platform between the UN and the Government was established to ensure alignment between the UN Development Assistance Framework (UNDAF) with national development objectives, national ownership, Government oversight and mutual accountability for results, and to oversee the process of integrating the essence of the sustainable development framework in NDP II and the UNDAF. Following a joint UN-Government review the



following three structural issues were identified as potential risks towards Vision 2040 and SDG targets; (a) insufficient performance in the areas of rule of law and democratic governance, Government's effectiveness, regulatory quality, voice and accountability, and control of corruption; (b) negative effects of high population growth (with associated high dependency ratio) and gender inequality on economic growth and poverty reduction; and (c) the correlation between declining Ease of Doing Business ranking and reduced performance in good governance. This formed the basis for the alignment of the NDP II and the UNDAF to the SDGs.

NDP II shows an average alignment rate of 76% (120 targets addressed) with complete integration of the Goals dedicated to end poverty in all its forms everywhere (SDG 1), to ensure access to affordable, reliable, sustainable and modern energy for all (SDG 7), and to build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation (SDG 9). Together with the UNDAF, designed as complement to the NDP II, the SDG-integration rate stands at 89%. The gap towards achieving 100% alignment is partially owed to the circumstance that the SDGs are global in nature, simultaneously guiding sustainable development in LDCs, developing countries and developed nations.



“The joint launch of NDP II and UNDAF is symbolic of the UN’s longstanding partnership to support the Government to realise Uganda’s development goals sustainably, and ensure that we leave no one behind. The UN will support the transformative process by moving away from direct implementation , and focus on providing upstream support, especially in the areas of evidence generation, national capacity development, and creating enabling conditions for people-driven sustainable and inclusive development”

**Ahunna Eziakonwa-Onochie,**

Resident Coordinator and UNDP Resident Representative in Uganda



President Yoweri Museveni jointly launching the new UNDAF and NDP II, shortly before the presentation of the National Budget to Parliament at the Serena Hotel in Kampala. Looking on from left to right is First Lady Mrs Janet Kataha Museveni, Speaker of Parliament Ms Rebecca Kadaga, Minister of Finance Mr Matia Kasaija, National Planning Authority Chair Dr Kisamba Mugerwa, and UN Resident Coordinator and UNDP Resident Representative Mrs Ahunna Eziakonwa-Onochie (Photo: New Vision)





## ii. Outcomes of the second round of consultations on localization

“Uganda will be presiding over the UN General Assembly at a historical moment in time, when the UN will turn 70 in 2015. For the international community, this momentous year will see a transition of the MDGs and 3 major transformations; ushering in a universal sustainable development agenda seeking to eradicate poverty by 2030, securing a binding climate change agreement and unlocking the financial means to achieve these ambitions. All this will happen on Uganda’s watch! This is a daunting task for People and Planet but also a great opportunity for this nation, and indeed Africa to leave a legacy ensuring a life of dignity for all”.



**-H.E. Amina Mohammed,**  
UN Secretary General’s Special Adviser on  
Post 2015 Development Planning



The second round of Post 2015 consultations focused on six specific themes on how to implement the Post 2015 development agenda:

- Localizing the Post 2015 Agenda
- Helping to strengthen capacities and build effective institutions
- Participatory monitoring for accountability
- Partnership with civil society
- Engaging with the private sector
- Culture and development

Uganda was not officially part of the thematic localization dialogues but became a self-starter and have undertaken a range of consultations - touching on all of the above themes - but with a focus on the issue of localization.





Key milestones in this process include:

- A National Consultative Forum on the Post 2015 Development Agenda in Uganda in August 2014; presided over by the incoming President of the UN General Assembly Hon. Sam Kutesa and the Secretary- General's Special Advisor on Post 2015 Development planning, Assistant Secretary-General Amina Mohammed
- Regional Workshops on localizing the Post 2015 development Agenda through local financing solutions with Local Government, Faith Based Organizations and Civil Society in late 2014/ early 2015
- A High-level national briefing on Post 2015 in May 2015 prior to the third global conference on financing





National Consultative Forum on Post 2015 in August 2014

In all, participants have included a wide range of stakeholders with particular care to ensure participation of key Government ministries and stakeholders; representatives of youth, civil society, academia, private sector and development partners, including the UN.

The consultations have highlighted a number of issues and recommendations for the way forward:

- Improved coordination mechanisms between ministries, departments and agencies, the UN and development partners (overcoming silo approach).
- Policy harmonization in line with the SDGs (alignment with national developing planning). Parliamentarians should be effectively involved in the discussions on the Post 2015 development agenda because of their central role in legislation and appropriation of resources.
- Improved capacity for data collection and analysis.
- Political commitment to evidence-based decision making
- Effective decentralization and citizen participation to increase accountability. Implementation of the proposed SDGs should be 'localized' all the way to Local Government level (i.e. sub-counties), as this is where service delivery takes place.

- Improved access, availability and quality of social services (taking into account local needs). To successfully implement the SDGs, it is crucial to find Local solutions and financing mechanisms. Emphasis should also be placed on strengthening institutions and enhancing skills in order to enhance delivery on agreed commitments.
- Budget alignment with SDG priorities. Effort should be put into improving administrative efficiencies, and broadening the local tax base to generate more internal revenue and lessen our debt burden. For that purpose, there will be need to bring a broader range of informal economic activities into the formal sector. All feasible means of raising financial resources should be looked into, including 'smart' borrowing and various forms of partnerships. There is need to address the underlying structural issues of power and access to resources. Gender-budgeting, therefore, should be center stage in allocation of resources
- Strong mechanism for Public Private Partnerships. The private sector should play a key role in providing investment and employment, especially in areas that make a real difference for the population – such as health, education, energy, water and sanitation, and transport and communication.
- Informed citizenry who is aware about their rights as duty bearers- and rights holders. To this end it was proposed to develop an effective communication strategy to reach as many people as possible.



“My experience as a student was both social and educative. I was thrilled to meet Hon. Sam Kutesa and Her excellency Amina Mohamed for example. But I also learnt what the major causes of poverty in our country is, and what we can do to eradicate it. ...After seeing how excited everyone is about the Post 2015 agenda, I am also hopeful that we can find a way to put all the 17 proposed Sustainable Development Goals into practice”.

**- Nakanwagi Drucilla**

15 years old , Uganda Martyrs secondary school Namugongo and youngest participant at National Consultative Forum



# Financing SDGs in Uganda

**“Nobody owes us our living”**

**Hon. Matia Kasaija**

Minister of Finance, Planning and Economic Development



At the ground-breaking third International Conference on Financing for Development, which took place in Addis Ababa, Ethiopia, on 13-16 July 2015, UN-member adopted the Addis Ababa Action Agenda, in which countries committed to a new social compact to provide social protection and essential public services for all; a global infrastructure forum to bridge the infrastructure gap; an ‘LDC package’ to support the poorest countries; a Technology Facilitation Mechanism to advance to the SDGs; enhanced international tax cooperation to assist in raising resources domestically; and mainstreaming women’s empowerment into financing for development.

On 20 July, 2015, Uganda became the first country to locally discuss Financing for Development by holding a High Level Dialogue on Financing Sustainable Development. The event was graced by H.E., the President of the 69th Session of the UN General Assembly Hon. Sam Kutesa, and the key note address delivered by Dr. Carlos Lopes, the Executive Secretary of the UN Economic Commission for Africa (UNECA). The event drew wide representation from Government, civil society, private sector, academia, development partners and the youth to exchange insights and best practices on alternative resource mobilization strategies.

Some of the key highlights from this event included: 1) the Finance minister submission that “Nobody owes us our living” and that countries need to design mechanisms of supporting their own development; 2) Incentivizing the private sector to support SDG is critical and the private sector needs to view this support beyond philanthropy but rather as business investment.

The discussions further highlighted the need to focus on resources that are readily available and which can become catalysts to spur economic growth; the need to focus Official Development Assistance (ODA) on creating enabling conditions, and how the SDGs can provide a lucrative investment opportunity for the private sector. The key message was that in order to realize Uganda's development objectives, domestic resource mobilization from traditional and non-traditional sources needs to increase significantly.

## FACTBOX

An entrepreneur is someone who starts a business taking on some form of financial risk. With an entrepreneurship rate of 28 % Uganda is ranked the most entrepreneurial country in the world (with almost double the entrepreneurship rate of Thailand at 16%.

Some analysis suggest that high unemployment for the young population is a key drivers behind Uganda's entrepreneurial environment, but the importance of Government and non-government programmes aimed at promoting entrepreneurs and ensuring connectivity of the population is also recognized. Global Entrepreneurship Monitor, 2014.



“We must pay attention to and tap into the missing or invisible resources – this includes stopping the abuse of pricing/incorrect invoicing; fighting corruption; recognizing women’s contribution to the economy and the role they can play if further empowered, and the role of traditional and cultural leaders in socio-economic transformation”

**Ahunna Eziakonwa-Onochie**

UN Resident Coordinator and UNDP  
Resident Representative, Uganda, 20 July  
2015 at High-Level Dialogue on Financing  
Sustainable Development







“Businesses investing in communities is not a matter of charity but smart economics. When a business invests in the people, that brings sustainable development”

**- Rehmah Kasule,**

President of CEDA International, 20 July 2015 at High-Level Dialogue on Financing Sustainable Development.



“Upon being involved in development programmes, I and other elders will mobilise and influence the community through continuous engagement and participation/ involvement. I would like to see the Government and partners involve elders and the local people more in order to own the [development] projects from the initiation point”

**Mr. Angella Jackson ADOME**

An Elder from Karimojong Ethnic Group



“Cultural leaders need to remain relevant and focus on areas where communities and society is hurting. Listening to the stories from the ground my heart was breaking realising we have failed this role in terms of gender issues. It is un-cultural not to allow women to play their full role in society”

**HRH. Drani Stephen Musali Izakare**

Cultural leader and Paramount Chief Madi at UN Regional consultation on youth and gender in Acholi 2015



“Private sector should embrace corporate social responsibility in various sectors to improve services eg set up school projects, health centres, open rural access roads n drill bore holes”

**Prof. Maggie Kigozi,**

Board Director of Crown Beverages (Pepsi) and former Director of the Uganda Investment Authority and Rehmah Kasule, Director of CEDA International.



“To sustainably finance and realise Uganda’s sustainable development objectives, increasing domestic resource mobilisation will be critical, including from non-traditional financing sources.

We have to widen the tax base through bringing on board the informal sector and further improving tax collection and its effective use. One of the key challenges we have to continue addressing is improving household incomes and reducing the high-level of unemployment, especially for the youth”.

**Hon. Sam Kutesa**

President of the UN General Assembly,  
20 July 2015 at High-Level Dialogue on  
Financing Sustainable Development.



“community ownership of projects that are used to provide services. let the private sector work together with communities 2 promote ownership & reduce corruption”

**( U-reporter, Lamwo)**



“Gov’t should put in place favourable conditions like better infrastructures to boost private sector hence Co-facilitating rural development with Government”

**(U-reporter 22, Pallisa)**





# Implementing the SDGs in Uganda

## i. Communicating the SDGs

*"If citizens had been adequately involved in the formulation, implementation and monitoring of the MDGs, a lot would have been achieved"*



**Hon. Matia Kasaija**

Participant Western Region NGO Forum Consultation

The bottom-up approach to the formulation of the SDGs has indeed been unique and an unprecedented one in the global history. To maintain the bottom-up approach also in relation to monitoring and implementation of the agenda there is a need to ensure the population understands the essence of the agenda, the commitment and role of their national and Local Government, how they can hold duty-bearers to account and their own role and responsibility for the sustainable development of their communities.

The Government of Uganda has therefore requested UN support in developing a SDG Communications strategy geared towards reaching as large a portion of the Ugandan population as possible with localized/contextualized and easy to grasp-messages that can be applied by Government and UN alike in campaigns and communication products. Key to this strategy will be working together with youth and other community members to develop the messages; and the translation of key messages both into local notions and concepts as well as into local languages.

The vision is that no matter how remote the area and no matter what the education level; wherever you go in Uganda there will be a basic understanding of the concepts of sustainable development.



## ii. Localization to the Local level



**"It is often said that, like all politics, all development is ultimately local"**

**– Ban Ki-moon**  
UN Secretary - General



The Post 2015 agenda can only work, if successfully implemented at the local level. In May 2013, over 600 Local Government representatives from all over the world met in Munyonyo, Kampala under the aegis of the Commonwealth Local Government Conference (CLGC) and championed the idea to localise the SDGs in an effort to put local government at the heart of development. The key outcomes, contained in the Kampala Declaration on Developmental Local Government, highlighted the critical role of Local Governments in implementing, monitoring and tracking SDGs given their central role in delivering basic services, such as health, water and sanitation, waste management and infrastructure.

Local Governments are also important conduits for inclusive governance by enabling participation of women, youth, people with disabilities, the elderly and other interest groups in the local councils to identify local development priorities. The argument is that local authorities are in the best position to ensure that the needs of local people are understood and met, and that the SDGs “leave no one behind”.

With the SDGs now integrated into the National Development Plan, the Government appreciates the importance of further localizing these goals at sectoral, and sub national levels in order to ensure effective implementation of the plan. In light of this, the UN in Uganda, through UNDP, is supporting the National Planning Authority (NPA) to align Local Government development Plans to the National Development Plan, and SDGs. This support is twofold: 1) training of technical staff at the Local Government level on alignment, and 2) quality assurance of Local Government Development Plans. This support is expected to cover about 50 districts in the country, with a possibility of scale up. The UN and other partners will continue to partner with Government to offer sectoral level support



### iii. Monitoring and Reporting on the SDGs

**“The National Planning Authority is developing indicators on which to measure SDG’s progress as part of the implementation of the second development plan. our focus now, and our challenge, is to translate these national commitments into concrete and measurable actions that will transform the SDGs in to a reality for ordinary people”**



**Ahunna Eziakonwa-Onochie**

UN Resident Coordinator and UNDP Resident Representative,  
Uganda, 20 July 2015 at High-Level Dialogue on  
Financing Sustainable Development.



Plans always remain plans unless there is a clear strategy for how to monitor and measure progress on implementation. The SDG agenda with its 17 goals and 169 targets can seem overwhelming in terms of setting up an effective monitoring and evaluation framework. The NPA has however already committed to integrating the SDGs into the NDP II monitoring and evaluation framework. Even though the global indicators are only due to be finalized in March 2016 the Government of Uganda, through the Uganda Bureau of Statistics (UBOS) has already set up a SDG data task-force to develop a coherent monitoring and evaluation framework through NDP II and to address data gaps and identify local indicators and targets to measure SDG progress in Uganda within the framework of the NDP II.

The High-Level Political Forum on Sustainable Development is the major UN Platform on sustainable development. It provides political leadership, guidance and recommendations and reviews the implementation of sustainable development commitments and come 2016, the 2030 Agenda for Sustainable Development and the SDGs. Uganda has been selected as one of 7/8 countries to annually report on progress towards implementing the SDGs.

The President of the UN General assembly has stressed the importance of data to negotiations on the Post 2015 development agenda and on financing for development, noting that data is an important tool for planning, monitoring, and accountability, particularly with regard to implementation at national, regional and international levels. Better data means better ability of policy-makers to assess the impact of resources.

Established under the UN Resident Coordinator's Office, upon request of the Government, Uganda is home to one of the three Labs of the UN Global Pulse network. Global Pulse is an innovation initiative of UN's Secretary-General Ban Ki-moon consisting of a network of three Labs (New York, Jakarta and Kampala) that explore new ways of assessing, monitoring and measuring development with data innovation and new technologies. Since its launch in January 2015, Pulse Lab Kampala brings the unique opportunity to Uganda to leverage Big Data analytics to better inform implementation strategies for the NDP II, SDGs, UNDAF and Local Government Plans.

The Pulse Lab Kampala has already collected information about issues and priorities for the Post 2015 agenda from analysis of social media and SMS text messages.

A formal partnership has been established between the NPA and the Lab to monitor progress of the NDP II and SDGs through real-time data tools. The tools will support both UN and the Government in "taking the pulse and amplifying voices from the ground" from urban and rural communities alike. Government will hence be better equipped to support the establishment of baselines and real-time monitoring mechanisms for those SDGs/ UNDAF/ NDP II result areas and their respective targets that currently lack the baselines and data sources to adequately monitor implementation progress, or would benefit from alternative sources of data for greater insights.



"Accurate and timely data enables policymakers to design and evaluate policies and programmes, and to ensure that resources are used as efficiently as possible. Quality data will be essential for follow-up and review of the Post 2015 development agenda."

**-Hon. Sam Kutesa,**  
President of the UN General Assembly



"Baseline data on some of the indicators is still a big problem. We are working hard within Government and development actors to ensure that this gap is covered in order to enable adequate reporting on progress".

**Dr. Patrick Birungi.**  
Director of Planning at the National Planning Authority





#### iv. Building capacity for Evidence-Based Sustainable Development Research

**“Africa is ready. It already has the means; what it needs now is the leadership, ambition and will to deliver transformation to the people of Africa”**

**Carlos Lopez**

Executive Secretary, UNECA, 20 July 2015 at High-Level Dialogue on Financing Sustainable Development.



Government of Uganda, the United Nations Development Programme Uganda (UNDP), and the United Nations Department of Economic and Social Affairs (UNDESA), have been conducting capacity building activities to inform policy making for sustainable development. This engagement is expanding the type of issues and policies that can be informed by incorporating, in an integrated platform, the insights of models and diagnostic tools to assess various development questions.

Under the guidance and supervision of the above institutions, researchers at the Royal Institute of Technology of Sweden will carry-out an integrated assessment of key relevant components of national sustainable development strategies, namely water, land use, energy and climate.

## A new narrative for Africa and Uganda

Africa is now viewed as a continent on the rise, and Uganda itself has one of the highest growth rates in the world. Its contributions to the Post 2015 Development Agenda and the Sustainable Development Goals are a sign of its increasingly effective efforts to influence global debate.

Africa is currently the only developing region with a Common Position on the Post 2015 Development Agenda. The Common African Position (CAP) is recognized as Africa’s official voice on the Post 2015 Development Agenda and focuses on six pillars:

1. Structural economic transformation and inclusive growth
2. Science, technology and innovation
3. People-centered development
4. Environmental sustainability, natural resource management, and disaster risk management
5. Peace and security
6. Finance and partnerships.



Where the MDGs were top-down, led primarily by national Governments and heavily dependent on aid and other forms of external financing, SDGs will be driven by ordinary people, who have been widely consulted and involved in their development. This requires finding effective means of communicating the new agenda, engaging the population in monitoring implementation, holding their leaders accountable but also to themselves

take the lead in finding solutions to improve livelihoods, create jobs, and positively transform the country.

To succeed, we will have to be smarter and innovative and we must be looking to engage more locally with people, and tease out ideas on how to keep the bottom-up approach to the new agenda alive throughout its implementation. The raw material already exists in Uganda in community-driven initiatives such as bulungi bwansi, farmers' groups and cooperatives, investment groups, savings and credit societies that demonstrate agency, innovation, self-help, discipline and sustainability. The young population and its energy, ideas and spirit is a good place to start.

With the momentum of its global leadership over inter-governmental negotiations on the 2030 Agenda for Sustainable Development, Uganda has made impressive progress in terms of localizing the new agenda into its national frameworks and plans and has as such become a global leader for localization, and its experience can serve as a great example and inspiration globally on how countries can effectively infuse the goals in to their national planning frameworks to inform policy and action to achieve sustainable development for people, planet and prosperity. Africa's and Uganda's aspirations are indeed central to the SDGs and the financing for development framework. The frameworks and its instruments must be translated into real changes in the lives of ordinary people and the most vulnerable. This is our challenge, we are ready and we are leaving no one behind!





## “Voices looking towards the future”



“The SDGs must, offer young people a different narrative. They must provide true empowerment; the empowerment provided by jobs, by opportunity, and by hope”

—Ahmed Hadji,

Team Leader, African Youth Development  
Link



“Yes. Gone are the days wen youth used to look at their parents, government, and foreign aid to provide for their needs. Nowadays youth have learnt that they have a million chances to make themselves prosper and it has very little to do with other people but themselves.”

(female U-reporter, 20, Buikwe)



“It was incredibly inspiring to all of us to discuss common challenges as girls and women. That made us realise that as African women we have many places in the world and that there is nothing as fulfilling as fighting for a better world in whatever capacity we have”

- Kyaidhi Priscillah,

Uganda Youth Civil Society Coalition





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